




Reflect Reconciliation Action Plan

January 2026 - June 2027

Acknowledgment of Country



Associated Cleaning acknowledges the Traditional Owners of Lands throughout Australia, and recognises their continuous connection to the lands, waterways, and communities. We pay our respects to their Elders past and present.

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Statement from our Managing Director



At Associated Cleaning, we are proud of our 56-year legacy as a trusted Australian-owned provider of cleaning and facility services. However, we recognise that true leadership requires more than operational excellence; it demands a commitment to social responsibility, inclusion, and reconciliation.

This Reflect Reconciliation Action Plan represents a meaningful step in our journey to better understand, support, and celebrate Aboriginal and Torres Strait Islander people cultures and communities. Our goal is to build respectful relationships, create opportunities, and foster a workplace culture that is safe, inclusive, and informed.

We are deeply committed to contributing to a more equitable Australia through action, listening, and continuous learning. This plan will guide our efforts to embed reconciliation across our business and ensure that our commitment is sustained, visible, and impactful.

Troy Cotterrell

Managing Director
Associated Cleaning



Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Associated Cleaning to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Associated Cleaning joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Associated Cleaning to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Associated Cleaning, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Our Business

Established in 1969, Associated Cleaning is a proudly Australian-owned and managed company delivering high-quality, integrated cleaning and maintenance services to a wide range of industries. With a 56-year legacy of partnering with Australian businesses, Associated Cleaning has built a reputation for reliability, professionalism, and excellence in service delivery.

Headquartered in Brisbane (Meanjin, of the TurrbalTurrabal and Jagera peoples), we operate a national network with a dedicated workforce servicing over 400 sites across metropolitan and regional Australia. Our operations are led by a skilled team including an Executive Leadership Team, National Operations Manager, and a network of Area Managers who oversee the day-to-day service performance and client relationships.

Associated Cleaning supports commercial facilities across various sectors such as education, aged care, retail, government, construction, and industrial services. We pride ourselves on understanding the unique needs of each environment, offering tailored and scalable solutions that go beyond cleaning to include full-spectrum facility management. Our goal is to help our clients focus on their core business by providing reliable, responsive, and results-driven services.

We currently employ more than 100+ team members nationally. At the time of developing this Reflect RAP, Associated Cleaning is not aware of any employees who identify as Aboriginal or Torres Strait Islander people. Through this RAP, we aim to build a culturally safe and inclusive workplace that actively supports First Nations people employment, procurement partnerships, and community engagement.

Our RAP

At Associated Cleaning, we believe reconciliation is both a national responsibility and a local opportunity. Our decision to implement a Reflect RAP is driven by our desire to understand our role in Australia's reconciliation journey and to embed culturally respectful practices in our workplace. This Reflect RAP will guide us through the foundational steps necessary to prepare our business for future commitments. It provides a structured and accountable approach to building awareness, strengthening relationships, and identifying opportunities for long-term engagement with Aboriginal and Torres Strait Islander people.

The RAP Working Group, chaired by Troy Stahlhut, Executive Business Manager, includes representatives from Operations, Finance, Site Coordination, and Senior Leadership. This team is responsible for driving the RAP's development, implementation, and communication across the organisation.

Our RWG Team Membership consists of the following;

- ⇒ Troy Cotterrell - Managing Director
- ⇒ Troy Stahlhut - Executive Business Manager (Chair)
- ⇒ Kate Sweeney - Marketing Manager (RAP Champion)
- ⇒ Brad Reggars - National Operations Manager
- ⇒ Kim Aikens - Finance Manager

We acknowledge that reconciliation requires ongoing effort, humility, and genuine collaboration, we have partnered with Supply Nation to develop and improve our partnerships with connecting with Aboriginal and Torres Strait Islander people businesses as part of our supply chain. In addition, our RAP Champion is Troy Cotterrell, Managing Director, who will be responsible for championing internal engagement and awareness of the RAP.

Through this Reflect RAP, we will establish strong foundations for the future and continue to grow in our knowledge, respect, and impact.

Our Reconciliation Action Plan will aim to

- ⇒ Increase Aboriginal and Torres Strait Islander people employment rates, roles, and opportunities at our sites.
- ⇒ Implementation of an Aboriginal and Torres Strait Islander people employment strategy.
- ⇒ Increasing our number of Aboriginal and Torres Strait vendors.
- ⇒ Encouraging ownership and ongoing execution of our Reconciliation Action Plans and journey by all Associated Cleaning staff.
- ⇒ Supporting and promoting talent diversity.
- ⇒ Promoting key calendar events, e.g., NAIDOC Week, National Reconciliation Week to all staff throughout our organisation, key stakeholders, suppliers, and contractors.

About the Artist

Aboriginal Artist and Graphic Designer - Lani Balzan

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Aboriginal canvas art, graphic art, logo's, Reconciliation Action Plan's and document design.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork 'Songlines'. This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant Indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape.

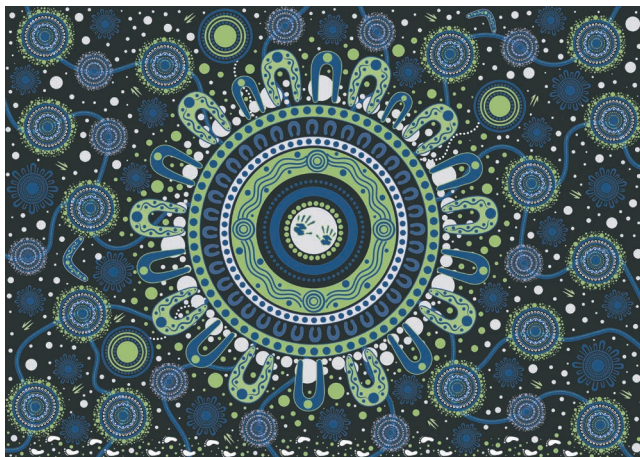
All artwork is © copyright 2025 by Aboriginal Art by Lani.

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www.aboriginalartbylani.com.au



About The Artwork



Shared Journeys with Associated Cleaning

This artwork represents Associated Cleaning's reconciliation journey, guided by the values of Transparency, Trust, and Respect. It brings together the organisation's commitment to collaboration, cultural understanding, and connection with Aboriginal and Torres Strait Islander peoples.

At the heart of the artwork sits the central meeting circle, symbolising Associated Cleaning and its people. The two handprints within the circle represent a respectful welcome and the organisation's pledge to walk alongside Aboriginal and Torres Strait Islander peoples on a shared path of reconciliation.



The surrounding rings reflect layers of transparency, growth, and the ripple effect of positive change.

Radiating outward are people symbols seated around the central circle. These figures represent staff, stakeholders, and communities coming together in open dialogue, collaboration, and shared responsibility. The repetition of these shapes highlights unity and the organisation's desire to strengthen partnerships and relationships across the industry.

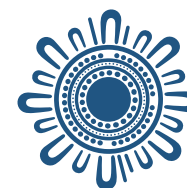
The interconnected pathways link the central circle to surrounding smaller meeting places. These represent Aboriginal and Torres Strait Islander communities, as well as the connections fostered through the organisation's membership with Supply Nation. The pathways acknowledge that reconciliation is not a single destination but a continuing journey of learning, building trust, and nurturing respectful partnerships.

The use of the organisation's brand colours - green and navy blue - weaves its identity into the artwork while symbolising growth, reliability, innovation, and strength. The white and dotted elements throughout represent transparency and clarity, reinforcing the importance of open and honest engagement.



The outer layers of the artwork depict the broader community and Country, reminding us of the deep cultural connections Aboriginal and Torres Strait Islander peoples hold with the land, waters, and skies. Together, these elements highlight Associated Cleanings' role in creating meaningful opportunities for understanding and inclusion, and its vision for a future built on respect, cultural awareness, and collaboration.

Through this design, the story of reconciliation is brought to life as a living, evolving journey - one where trust and respect create lasting impact across people, places, and communities.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Jan 2026	Executive Business Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan 2026	Executive Business Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April each year	Executive Business Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun, 2026, 2027	Marketing Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun, 2026, 2027	Marketing Manager
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation with all staff.	Jan 2026	Executive Business Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2026	Executive Business Manager
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Apr 2026	Marketing Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Mar 2026	Executive Business Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 2026	Executive Business Manager



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Apr 2026	Executive Business Manager
	Conduct a review of cultural learning needs within our organisation.	May 2026	Executive Business Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Feb 2026	Marketing Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Mar 2026	Executive Business Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2026	Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Marketing Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week of July, 2026	Marketing Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2026	Executive Business Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2026	Executive Business Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Apr 2026	Executive Business Manager
	Become a Supply Nation member. Review and look for opportunities to utilise their business directory to increase our procurement to Registered Businesses	Aug 2025	Executive Business Manager



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain our RWG to govern RAP implementation.	Sep 2026	Managing Director
	Draft Terms of Reference for the RWG.	Jan 2026	Managing Director
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2026	Executive Business Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jan 2026	Managing Director
	Engage senior leaders in the delivery of RAP commitments.	Jan 2026	Managing Director
	Maintain a senior leader to champion our RAP internally.	Jan 2026	Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Jan 2026	Executive Business Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun 2026	Executive Business Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep, annually	Executive Business Manager
	Communicate our RAP progress to internal and external stakeholders	Jan 2026 & Apr 2026	Marketing Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	Apr 2027	Executive Business Manager



Our organisation has nominated Troy Stahlhut, RAP Chair, as the primary point of contact for all public enquiries regarding our Reconciliation Action Plan.

Troy can be contacted directly on (07) 3854 1336 or via email at troy.stahlhut@associatedcleaning.com.au